



Georgia Department of Juvenile Justice

Updated Strategic Plan FY 2009 - 2011

Revision May 2009

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Executive Summary

The Georgia Department of Juvenile Justice (DJJ) mission to hold youth accountable and establish them in their communities as law-abiding citizens is very ambitious. With detailed care and attention, the vast majority of youth who leave DJJ care go on to become law-abiding citizens. During the critical first year after release from DJJ supervision, ninety percent of DJJ youth are law abiding. This is a testament to each youth's effort towards self improvement and DJJ's commitment to the youth. But DJJ is not satisfied with these results and seeks to continually enhance its services, employees and partnerships to make Georgia a better place to live.

This year DJJ updated its FY 2009 – 2011 Strategic Plan to realign the agency goals with its activities. During FY 2009, DJJ matured many of the conceptual strategies identified in last year's strategic plan into new tools and methodologies. Last year's process development strategies are this year's implementation strategies. In FY 2009, DJJ identified or developed tools to capture employee training history, improve youth and staff safety during crisis management, measure employee satisfaction, notify victims of juvenile releases, and connect youth needs to their service plans. This year DJJ will implement these tools to meet its three goals:

Services: Provide a continuum of high quality services for youthful offenders

Employees: Support Employees in achieving both individual and agency success

Partnerships: Promote collaboration to maximize positive impact on youth and families

This document will be a guide for achieving goals and working towards the department mission and vision. In the coming year, DJJ will continue to execute strategies and focus on its goals with the expectation that these efforts will make Georgia a safer and better managed state.

Our Mission	To protect and serve the citizens of Georgia by holding youthful offenders accountable for their actions through the delivery of treatment services and sanctions in appropriate settings and by establishing youth in their communities as productive and law abiding citizens	
Our Vision	Youth served by the Department of Juvenile Justice will be offered the opportunity to achieve their highest potential through proven, innovative and effective programs delivered in appropriate settings by a professional and caring staff, with a commitment to community partnerships and best practices in juvenile corrections	
Our Core Values	Integrity	We believe DJJ staff and youth are responsible for conducting themselves with integrity and fostering a just environment in which youth can experience honesty, trust and loyalty.
	Positive Change	We believe every youth has the capacity to change and become a productive member of the community. DJJ helps youth achieve their highest potential and guides them towards a positive future.
	Balanced Approach	We believe in promoting balanced and restorative justice by fostering community, victim and offender participation in repairing harm and the prevention of future harm. DJJ adopts a holistic approach of providing a continuum of services appropriate for diverse needs.
	Safety	We believe in protecting the physical safety of the community, the youth under our supervision, and the DJJ staff.
	Customer Service	We are committed to the highest levels of customer service to stakeholders.
	Each Other's Success	We believe that through positive reinforcement and teamwork we will encourage our colleagues to reach their highest potential.

SERVICES: PROVIDE A CONTINUUM OF HIGH QUALITY SERVICES FOR YOUTHFUL OFFENDERS

Objective 1: Right service, right place, right time: improve youth assessment and placement outcomes

	2007 baseline	2009	2011
Initial health, education, placement and criminogenic assessments completed per policy	88%	93%	96%
Youth with regular commitments begin at their first choice placement within 90 days	65%	68%	71%
Regular commitments begin at their 1 st , 2 nd or 3 rd placement within 90 days	79%	82%	85%

Objective 2: Increase the average percentage of days operating within facility or service capacity

	2007 baseline	2009	2011
RYDC days operating within rated capacity	70%	73%	79%
YDC days operating within rated capacity	82%	85%	89%
Court service office or multi-service center average caseload	40	37	35
Community residential capacity meets a percentage of the demand for services	53%	57%	61%

Objective 3: Improve facility safety and security

	2007 baseline	2009	2011
Self-harm incidents per 100 care days	.42	.40	--
Youth on youth incidents per 100 care days (DJJ WIG)	.61	.61	--
Youth on staff incidents per 100 care days	.15	.13	--
OCI Audit (blended safety and security score)	--	assess	TBD

Objective 4: Improve the progress of youth through provision of services while at a secure facility

		2007 baseline	2009	2011
Mental Health	Problem Severity Score Improvement	7.8	10%	13%
Medical Exam	Admission Annual	92%	94%	96%
		22%	44%	88%
Sexually Abusive Youth	Treatment Progress rated "good" or "excellent"	64%	67%	70%
Substance Abuse	Sobriety level 6-months post program	67%	70%	70%
Education	Average Carnegie (academic) credits earned per semester	1.6	1.8	2.0
	Average reading grade level	4.0	4.5	4.7
	Average math grade level	4.2	4.9	5.1
	Diplomas achieved	19	20	22
	GEDs achieved	77	81	86

Objective 5: Increase the number of youth exhibiting indicators of being productive and law-abiding citizens by the time of DJJ case closure

	2007 baseline	2009	2011
Percentage of youth employed at the point of case closure	--	assess	TBD
Percentage of youth in school at the point of case closure	--	assess	TBD
Percent of youth who do not reoffend while in our care. (DJJ WIG)	84%	85%	87%

CRITICAL SUCCESS FACTORS

Evidence-based practices – A commitment to developing evidence-based practices in assessing, service planning and treating youth criminogenic needs improves the accuracy and efficiency of juvenile justice.

System of last resort – Despite constraints on the continuum of state and local services, DJJ must be used as last-resort provider of mental health and educational services.

Physical and human resource constraints – Maintaining adequate facility and staffing levels is necessary to meet the demands for secure confinement, supervision, and youth treatment.

Safety – Consistent and ongoing management of adequate safety and supervision is essential for employee retention, positive youth outcomes, and public safety.

Service gaps –The diversity of youth needs necessitates a wide spectrum of high quality services.

STRATEGIES

O1S1: **GAIT 2010** – Georgia technology infrastructure outsourcing will support tracking infrastructure to ensure service provision in a timely manner.

O1S2: **Enhanced Service Plan** – Pilot the Enhanced Service Plan designed to link youth risks and needs to evidenced-based service plan objectives.

O2S3: **Systems Master Planning** – Manage physical and service capacity through population forecasting, facility master planning and preparation for STP change impact.

O3S4: **Safe Crisis Management** – The prevention and escalation of incidents are dependent upon well trained staff with appropriate tools at their disposal. Development of a crisis management continuum will prevent and de-escalate facility violence.

O3S5: **Community Program audits** – Increase OCI audits of contracted community programs.

O4S6: **Covey Disciplines of Execution** – Use Covey disciplines to track progress on important agency measures.

O5S7: **Quality Assurance for the CRN** – Assess the fidelity of the Comprehensive Risk/Needs Assessment.

O5S8: **Graduated Sanctions** – Improve the quality of and maximize utilization of graduated sanctions for the community youth population.

EMPLOYEES: SUPPORT EMPLOYEES IN ACHIEVING BOTH INDIVIDUAL AND AGENCY SUCCESS

Objective 1: Increase the percentage of employees who are satisfied or highly satisfied with their DJJ employment

	2007 baseline	2009	2011
Employees satisfied with DJJ employment	--	assess	TBD

Objective 2: Improve the timeliness of training for DJJ staff to comply with policy

	2007 baseline	2009	2011
BJCOT	TBD	100%	100%
In-service	97%	100%	100%
Pre-service	96%	100%	100%
Management/leadership	--	assess	TBD

Objective 3: Reduce critical job turnover

	2007 baseline	2009	2011
Juvenile Correction Officer 1	53%	48%	40%
Food Service, hourly	70%	65%	60%
Personnel Technician	58%	38%	26%
Nurse Practitioner	46%	38%	30%

CRITICAL SUCCESS FACTORS

Market Competitive – A commitment to career development and appropriate compensation enables DJJ to attract high quality staff.

Job Clarity – Job responsibilities need to be clearly defined and consistently managed.

Policy Implementation– Accountability for policy compliance insures consistency across the state in training staff, protecting staff and youth, and meeting the variety of DJJ responsibilities.

Management – Maintenance of agency leadership competencies requires consistent manager assessment and development.

STRATEGIES

O1S1: Employee Satisfaction Enhancement – Implement an Employee Satisfaction Enhancement plan to include regular employee surveys for analysis and strategy development.

O2S2: Training Resource Information System (TRIS) - Develop and implement a shared, automated training system for scheduling, rosters and collection of attendance data.

O2S3: Director Level Training – Develop and implement training curricula for director-level staff.

O3S4: KRONOS and Policy Improvements – Develop staffing policy and guidelines for scheduling and implement a time management tool.

PARTNERSHIPS: PROMOTE COLLABORATION TO MAXIMIZE POSITIVE IMPACT ON YOUTH AND FAMILIES

Objective 1: Improve partnerships with juvenile courts to treat youth in appropriate settings

	2007 baseline	2009	2011
DAI “low risk” youth detained in secure confinement	52%	47%	42%

Objective 2: Expand collaboration with victims and victim advocates to ensure appropriate support for victims of juvenile crime

	2007 baseline	2009	2011
Victims notified of juvenile release from secure confinement	--	assess	TBD
Victim contacts	--	assess	TBD
Victim satisfaction survey results	--	assess	TBD

Objective 3: Expand community partnerships to promote community safety, youth accountability and youth competency development

	2007 baseline	2009	2011
Schools participating in School-Based Supervision	104	120	130
Restorative group conferences	--	assess	TBD

CRITICAL SUCCESS FACTORS

Detention Assessments – Appropriate use of a detention assessment by juvenile courts and law enforcement ensures that low-risk youth are not unnecessarily detained in secure confinement.

Detention Review – Appropriate use of detention review teams and detention alternatives enables youth to be moved into appropriate and cheaper alternate placements.

Information Sharing – Efficient management requires full use of information shared by independent courts and law enforcement.

State Resources – DJJ partners with many other departments to promote safe communities and healthy youth. We share challenges, successes and state resources.

School-Based Supervision – The expansion of School-Based Supervision is dependent on schools’ awareness of and interests in the program’s benefits and on the availability of adequate case manager staffing levels.

Public Education – Georgia citizen support for youth rehabilitation underpins DJJ’s pursuit of proven, innovative and effective programs for treating youthful offenders.

STRATEGIES

O1S1: Detention Alternatives – Develop processes and resources to fully utilize detention alternatives.

O2S2: Policy, Legislation, and Education –Participate in the Juvenile Justice Code Re-Write and other initiatives to build cooperation with juvenile justice partners and improve public policy.

O2S3: Balanced and Restorative Justice – Move DJJ toward full implementation of restorative practices for youth, victims and communities.

O2S4: Victim Notification: Build processes to improve victim partnerships and implement the new Victim Notification Law.

O3S5: Governor’s Office for Children and Families - Develop a strategic relationship with the Governor’s Office for Children and Families to further enhance Systems of Care.

O3S6: Community Development – Connect with community leaders around secure facilities to support DJJ’s mission and grow resources.

Linking to Georgia State Goals

Georgia State Goals	Department of Juvenile Justice Goals		
	Services	Employees	Partnerships
Educated			
<ul style="list-style-type: none"> • Improve student achievement • Enhance the quality of the education workforce • Improve workforce readiness skills 			
Healthy			
<ul style="list-style-type: none"> • Encourage healthy lifestyles through preventive care, disease management and early intervention • Improve access to quality health care at an affordable cost • Promote the most productive and independent lifestyle possible for Georgia’s vulnerable citizens • Efficiently and effectively deliver health care programs 			
Safe			
<ul style="list-style-type: none"> • Promote safe communities and stable families where children can thrive 	X		
<ul style="list-style-type: none"> • Provide a safe environment where Georgians live, work and play 		X	
<ul style="list-style-type: none"> • Provide a safe and secure state by effectively managing and rehabilitating offenders 	X		X
<ul style="list-style-type: none"> • Promote homeland security and emergency preparedness for natural and man-made disasters or acts of terrorism • Reduce loss of life and injury on Georgia’s roads 			
Growing			
<ul style="list-style-type: none"> • Increase quality jobs and promote innovation and investment in Georgia • Expand the economic impact of tourism and recreation throughout the state • Improve mobility of people and goods within and through the state and metro Atlanta area • Improve overall environmental quality and conservation practices 			
Best Managed			
<ul style="list-style-type: none"> • Employ an enterprise approach and best practices in Georgia’s financial management • Deliver state services faster, friendlier, and easier 			
<ul style="list-style-type: none"> • Strategically manage the state’s infrastructure and be stewards of the state’s assets 			X
<ul style="list-style-type: none"> • Provide an attractive place to work and build a career in state government 		X	
<ul style="list-style-type: none"> • Improve decision makers access to quality enterprise data through integrated enterprise systems 			

Strategy Leaders

Goal: Services

Doug Engle - O1S1: **GAIT 2010** – Georgia technology infrastructure outsourcing.

Doug Engle – O1S2: **Enhanced Service Plan** – Pilot the Enhanced Service Plan designed to link youth risks and needs to evidenced-based service plan objectives.

Jeff Minor - O2S3: **Systems Master Planning** – Manage physical and service capacity through population forecasting, facility master planning and preparation for STP change impact.

Fabienne Tate - O3S4: **Safe Crisis Management** – The prevention and escalation of incidents are dependent upon well trained staff with appropriate tools at their disposal. A safe crisis management continuum will prevent and de-escalate facility violence.

Shirley Turner - O3S5: **Community Program audits** – Increase OCI audits of contracted community programs.

Doug Engle - O4S6: **Covey Disciplines of Execution** – Use Covey disciplines to track progress on important agency measures.

Diana Newell - O5S7: **Quality Assurance for the CRN** – Assess the fidelity of the Comprehensive Risk/Needs Assessment.

Diana Newell - O5S8: **Graduated Sanctions** – Improve the quality of and maximize utilization of graduated sanctions for the community youth population.

Goal: Employees

Deborah Moore - O1S1: **Employee Satisfaction Enhancement** – Implement an Employee Satisfaction Enhancement plan to include regular employee surveys for analysis and strategy development.

Fabienne Tate - O2S2: **Training Resource Information System (TRIS)**- Develop and implement a shared, automated training system for scheduling, rosters and collection of attendance data.

Fabienne Tate - O2S3: **Director Level Training** – Develop and implement training curricula for director-level staff.

Deborah Moore - O3S4: **KRONOS and Policy Improvements** – Develop staffing policy and guidelines for scheduling and implement a time management tool.

Goal: Partnerships

Diana Newell - O1S1: **Detention Alternatives** – Develop processes and resources to fully utilize detention alternatives.

Spiro Amburn - O2S2: **Policy, Legislation, and Education** –Participate in the Juvenile Justice Code Re-Write and other initiatives to build cooperation with juvenile justice partners and improve public policy.

Dee Bell - O2S3: **Balanced and Restorative Justice** – Move DJJ toward full implementation of restorative practices for youth, victims and communities.

Dee Bell - O2S4: **Victim Notification**: Build processes to improve victim partnerships and implement the new Victim Notification Law.

Dee Bell - O3S5: **Governor's Office for Children and Families** - Develop a strategic relationship with the Governor's Office for Children and Families to further enhance Systems of Care.

Gordon Fisher - O3S6: **Community Development** – Connect with community leaders around secure facilities to support DJJ's mission and grow resources.

Fiscal Year 2009 – 2011 Strategic Plan Update

Vision	Youth served by the Department of Juvenile Justice will be offered the opportunity to achieve their highest potential through proven, innovative and effective programs delivered in appropriate settings by a professional and caring staff, with a commitment to community partnerships and best practices in juvenile corrections.	Values		
		Integrity	We believe DJJ staff and youth are responsible for conducting themselves with integrity and fostering a just environment in which youth can experience honesty, trust and loyalty.	
		Positive Change	We believe every youth has the capacity to change and become a productive member of the community. DJJ helps youth achieve their highest potential and guides them towards a positive future.	
		Balanced Approach	We believe in promoting balanced and restorative justice by fostering community, victim and offender participation in repairing harm and the prevention of future harm. DJJ adopts a holistic approach of providing a continuum of services appropriate for diverse needs.	
Mission	To protect and serve the citizens of Georgia by holding youthful offenders accountable for their actions through the delivery of treatment services and sanctions in appropriate settings and by establishing youth in their communities as productive and law abiding citizens.	Safety	We believe in protecting the physical safety of the community, the youth under our supervision, and the DJJ staff.	
		Customer Service	We are committed to the highest levels of customer service to stakeholders.	
		Each Other's Success	We believe that through positive reinforcement and teamwork we will encourage our colleagues to reach their highest potential.	
Goals	Services – Provide a continuum of high-quality services for youthful offenders	Employees – Support employees in achieving both individual and agency success	Partnerships – Promote collaboration to maximize positive impact on youth and families	
Objectives	1: Right service, right place, right time: improve youth assessment and placement outcomes 2: Increase the average percentage of days operating within facility or service capacity 3: Improve facility safety and security 4: Improve the progress of youth through provision of services at secure facilities 5: Increase the number of youth exhibiting indicators of being productive and law-abiding citizens by the time of DJJ case closure	1: Increase the percentage of employees who are satisfied or highly satisfied with their DJJ employment 2: Improve the timeliness of training for DJJ staff to comply with policy 3: Reduce critical job turnover	1: Improve partnerships with juvenile courts to treat youth in appropriate settings 2: Expand collaboration with victims and victim advocates to ensure appropriate support for victims of juvenile crime 3: Expand community partnerships to promote community safety, youth accountability and youth competency development	
	Strategies	O1S1: GAIT 2010 – Georgia technology infrastructure outsourcing O1S2: Enhanced Service Plan – Pilot the Enhanced Service Plan designed to link youth risks and needs to evidenced-based service plan objectives. O2S3: Systems Master Planning – Manage physical and service capacity through population forecasting, facility master planning and preparation for STP change impact. O3S4: Safe Crisis Management – The prevention and escalation of incidents are dependent upon well trained staff with appropriate tools at their disposal. A safe crisis management continuum will prevent and de-escalate facility violence. O3S5: Community Program audits – Increase OCI audits of contracted community programs. O4S6: Covey Disciplines of Execution – Use Covey disciplines to track progress on important agency measures. O5S7: Quality Assurance for the CRN – Assess the fidelity of the Comprehensive Risk/Needs Assessment. O5S8: Graduated Sanctions – Improve the quality of and maximize utilization of graduated sanctions for the community youth population.	O1S1: Employee Satisfaction Enhancement – Implement an Employee Satisfaction Enhancement plan to include regular employee surveys for analysis and strategy development. O2S2: Training Resource Information System (TRIS) - Develop and implement a shared, automated training system for scheduling, rosters and collection of attendance data. O2S3: Director Level Training – Develop and implement training curricula for director-level staff. O3S4: KRONOS and Policy Improvements – Develop staffing policy and guidelines for scheduling and implement a time management tool.	O1S1: Detention Alternatives – Develop processes and resources to fully utilize detention alternatives. O2S2: Policy, Legislation, and Education –Participate in the Juvenile Justice Code Re-Write and other initiatives to build cooperation with juvenile justice partners and improve public policy. O2S3: Balanced and Restorative Justice – Move DJJ toward full implementation of restorative practices for youth, victims and communities. O2S4: Victim Notification - Build processes to improve victim partnerships and implement new Victim Notification Law. O3S5: Governor’s Office for Children and Families - Develop a strategic relationship with the Governor’s Office for Children and Families to further enhance Systems of Care. O3S6: Community Development – Connect with community leaders around secure facilities to support DJJ’s mission and grow resources.

Strategic Planning Team

Albert Murray, Commissioner

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Rob Rosenbloom, Deputy Commissioner for the Division of Community Services & Intake

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Sheila Hunter, Director of Planning, Research and Program Evaluation